

Department of Probation, Parole and Pardon Services



Accountability Report Fiscal Year 2002-2003

Glossary

ACA	American Correctional Association
APPA	American Probation and Parole Association
CASA	Court Appointed Special Advocates
CDS	Career Development System
DACUM	Design a Curriculum
EPMS	Employee Performance Management System
HR	Human Resources
HRS	Human Resources System
IT	Information Technology
NCIC	National Crime Information Center
NIC	National Institute of Corrections
NLTES	National Law Enforcement Telecommunications System
PIC	Parole Information System
SCDPPPS	South Carolina Department of Probation, Parole, and Pardon Services
SCDS	South Carolina Department of Corrections
SCHP	South Carolina Highway Patrol
SLED	State Law Enforcement division
SORT	Special Operations Response Team
OIS	Offender Information System
OSEPR	Office of Safety, Enforcement, and Special Operations
OSHA	Occupation, Safety, and Health Administration
TB	Tuberculosis

Section I – Executive Summary

The Department of Probation, Parole, and Pardon Services (DPPPS) provides a variety of essential services in support of the Department's mission and related initiatives. Whether supervising and helping offenders to successfully complete their periods of supervision, supporting and conducting parole hearings, assisting the victims of crime, partnering with the state's law enforcement and emergency response organizations, providing essential training to the Department's employees, or participating in continuous improvement initiatives, the Department consistently strives to meet and exceed the needs of all its external and internal customers. To provide these services the Department works in close collaboration and with the strong commitment of other officials and organizations, including the Governor and his staff, the General Assembly, cabinet and other agencies, state boards and commissions, as well as public, private, and non-profit organizations.

Mission Statement

The mission of the South Carolina Department of Probation, Parole and Pardon Services is to:

- Supervise those offenders placed under our jurisdiction;
- Promote public safety in South Carolina communities in close cooperation with state and local law enforcement agencies;
- Provide ready and responsive resources to the Governor in support of the state's Emergency Operations Plan and Homeland Security;
- Investigate cases for the courts and the South Carolina Board of Probation, Parole and Pardons;
- Provide assistance to victims of crime.

Vision

To be recognized as a leader in: Supporting public safety service initiatives to the citizens of South Carolina; creating a culture that values all employees; developing innovative programs to provide quality service to our customers; and, advancing the application of our information management system.

Values

- Integrity
- Fairness
- Teamwork
- Performance Excellence
- Accountability

Key Strategic Goals for Present and Future Years

To effectively meet our public safety responsibilities through:

- Becoming an agency that is easy to do business with;
- Providing innovative programs and services;
- Improving service levels to ALL our customers;
- Increasing speed and response time;
- Becoming the agency of choice. (Retaining and recruiting the "Best and Brightest").

The above goals apply to all of DPPPS' divisions.

Barriers and Opportunities

Since June 30, 2001, the Department's budget has been reduced by \$9,191,428 (34.3%) in recurring and \$2,214,000 in non-recurring funds. In FY 2003, 97.27% of General Funds were in personal services, providing limited flexibility on funding reallocations. These budget cuts significantly impacted the number of assigned staff. As of June 30, 2003, the Department had 199 vacancies. These budgetary reductions and declining revenue have resulted in reduced resources and missed opportunities to address Agent hiring and safety equipment needs. However, through proper planning and the reallocation of staff to critical need areas, the Department has been able to sustain minimum impact on its public safety related responsibilities.

Other areas which have been reduced include residential services, drug testing, electronic monitoring, contracts, and operating expense to support staff.

Major Achievements FY 2002 - 2003

- The Department implemented a variety of state-wide measures to contain costs and increase efficiency. These included implementing a reduction in office space utilization, eliminating the reimbursement for day meals related to in-state travel, a reduction in voice mail service that eliminated non-essential service, the elimination of non-essential items from the supply warehouse, the elimination of unused telephone lines, and improvements in the Department's mail handling process and copier usage. Cost savings realized totaled over \$74,000.
- The Department obtained blood samples, from which DNA can be derived from 2,563 offenders. In conjunction with this initiative, the Department also collected \$382,118 which was remitted to the State Law Enforcement Division (SLED) to support the development of the DNA database.
- During FY 2003, offenders supervised by the Department contributed in excess of 380,000 hours of public service work at government and non-government agencies. Calculating these hours at minimum wage (\$5.15) per hour, offenders contributed more than \$1,900,000 of labor to organizations within our state.
- The Department conducts monthly audits to review documentation on all sex offenders released to the Department's supervision. This audit process insures that the Department fulfills its pre-registry requirements for sex offenders and to insure that the sex offender has registered with the appropriate sheriff's department so that the case will appear on the State Law Enforcement Division's Sex Offender Registry and Internet web site.
- Field Operations trained 238 Probation Agents to assist the South Carolina Highway Patrol (SCHP) and SLED, in emergency operations including hurricane evacuations, post-hurricane security deployments, and shelter security.
- Field Operations brought on-line five key measurements for use by managers and staff in monitoring home visits, warrants service, action on absconders, pre-parole investigations, and drug testing.
- Field Operations reduced the number of Regional Offices from five to two, and initiated a program to share offender supervision responsibilities between counties.
- The Office of Safety, Enforcement and Professional Responsibility (OSEPR), Special Operations, participated in Operation Clean Sweep II, resulting in 353 arrests.
- OSEPR augmented state law enforcement organizations to provide essential security for a variety of functions including: the Governor's Inauguration, the Memorial Day Bike Festival at Myrtle Beach, Martin Luther King Day at the Dome, and The Carolina Cup.

- OSEPR assisted in providing Homeland Security by augmenting security forces at the State House between March 28, 2002, and April 18, 2003, and by participating in a state-wide Weapons of Mass Destruction Exercise.
- Interstate Compact Services was instrumental in the process of passing new legislation that governs the transfer of offenders between states, and in establishing the South Carolina State Council to act as an advisory board regarding the activities of the state's Interstate Compact Office, and to engage in advocacy activities concerning the state's participation in national Interstate Commission activities.
- Young Offender Services coordinated with the South Carolina Department of Corrections (SCDC) for the review and release of 1,605 inmates pursuant to the Youthful Offender Act and the Shock Incarceration program.
- Residential Services, through its "Residential-Field Operations Committee" improved admission procedures and inter-agency coordination for the delivery of services.
- Residential Services contributed significantly to legislation that established a sliding-scale fee for offenders housed in a residential program. This fee reimburses the State for room and board accommodations.
- Victim Services began a process to e-mail parole notifications to solicitors and law enforcement officials. This change will represent an annual cost savings of approximately \$8,000 in actual savings with an additional \$14,000 saved in "staff-time".
- The Department's Information Technology (IT) function and Procurement Section coordinated a new lease agreement and upgrade for its computers. The new lease agreement negotiated by the Department will result in a 3% savings over prior lease contracts, while providing a faster and more capable computer platform. The terms of this newly negotiated lease agreement will also be available to all other state government agencies.
- The Procurement Office and IT function developed an on-line automated ordering process for office supplies, greatly improving the efficiency of ordering and filling supply orders.
- The Staff Development and Training Office and OSEPR provided essential police officer qualification training resulting in the Class-1 (C-1) Law Enforcement Certification of 384 DPPPS Agents.
- Staff Development and Training, in collaboration with ITS and HR, developed a computer program that captures data needed to ensure compliance with SCCJA standards for C-1 certification and re-certification.
- The Department's Quality Director was selected to serve as a National Baldrige Examiner for the fourth year in a row. The national award is presented by the President of the United States each year.

Use of the Accountability Report to Improve Organizational Performance

During late 2002 DPPPS volunteered to have its agency's accountability report evaluated for the purpose of identifying organizational strengths and opportunities for improvement. This evaluation was conducted by a team of four managers; two from within the Department, and two from external state government agencies. Results from this assessment have been reviewed by the EMT and are used as input to the Department's strategic planning process.

Section II – Business Overview

SCDPPPS is the only Department in South Carolina providing supervision for adult offenders on probation, parole, community supervision, supervised furlough and adult offenders under youthful offender supervision. The Department is also charged with conducting investigations for offenders who are eligible for parole or those who make application for pardons. The Department stands as the first line of defense between the criminal offender population released to the community from institutional programs, or deemed suitable for community placement by the courts of General Session and the Board of Probation, Parole and Pardons, and the general citizenry of the state. A major component of this unique mission is placing the needs of the victim's community at the forefront. The capacity to place offenders in our residential facilities to ensure gainful employment produces significant returns by way of restitution payments and other monetary obligations. Additionally, the Department's mandate to provide and administer court ordered restitution through the collection and disbursement of millions of dollars annually contributes directly to the well-being of our citizenry.

To support its mission, the SCDPPPS' organizational structure consists of three divisions and the Office of the Chief of Staff. The Divisions include Legal, Field, and Administrative Services (Fig. A-2). Each section within these divisions is distinctively different, but all serve to support the mission of the Department.

Total Number of Employees (as of June 30, 2003)

	Authorized	Filled
Classified	960	761
Unclassified	5	5
Total	965	766

Operating Locations

The Department maintains the following operating locations to support its mission and service related requirements: 46 county offices; five county satellite offices (Beaufort, Berkley, Dorchester, Florence, and York counties); two Residential Services Centers (Charleston Community Residential Center, Spartanburg Restitution Center); and, a Headquarters facility in Columbia, SC.

Key Stakeholders

Key Stakeholders are defined as the citizens of South Carolina and other states that are not direct customers, but are affected by the products and services provided by the Department. These also include local, state and national professional associations in which employees of the Department actively participate by holding officer positions, conducting workshops, or providing other essential support.

Key Customers and Key Services

The primary customer products/services for all key customer segments are being formally defined as part of the Department's strategic and office action planning process (see Cat. 2). Key service requirements for all customer transactions are: Safe Environment; Timely and Accurate

Response; Flexible Access; Professionalism; and, Quality in Service and Products (PPP Strategic Plan). A sample listing of key customer segments and key products/services is provided in Table A-1 below.

Section	Key Customers	Key Services
OSEPR	EMT, DPPPS Employees	Information requests/records; safety plans/equipment; special operations training
	Federal, state agencies and law enforcement organizations	Information; special operations assistance
	Offenders	Information; special assistance
	General Public	Information; special assistance
Field Supervision Programs	Employees; Law Enforcement Organizations	Correspondence and other communications; training; preparation of offender related documentation
	Victims	Correspondence and other communications; payment of restitution monies; documentation in support of parole hearings
	Offenders	Correspondence; supervision requirements; home visits; intervention; warrant service; residence verifications; collection of fees
Programs & Interstate Compact	Employees; SC Dept. of Corrections Employees	Correspondence; YOA residence verifications; YOA release cases; YOA revocation and termination orders; certificates; review violation documentation; presenting violations to hearing officers
	Victims; Offenders	Response to correspondence and other communications
Legal Services	Employees	Training; Legal Advisement and Representation
	Judiciary	Training; Detail Summaries; Court Presentations
	General Public; Offenders	Respond to Case Inquiries and Correspondence
Hearing Section	Employees	Training; Orders of Continuation; Detailed Summaries
	Parole Board	Training; Findings for Revocation Cases; Video site Coverage
	Judiciary	Training and Detailed Summaries
	Offenders	Respond to Case Inquiries and Correspondence
Human Resources	Employees	Job applicant screening; drug testing; classification and compensation; benefits counseling/services; EPMS management; disciplinary/grievance processing
	General Public	Job applicant support processes; drug testing; classification and compensation info. benefits info.
	SC State Office of Human Resources	HR data reporting; EPMS reporting; disciplinary/grievance reporting; EEO reporting
	State Agencies	Job applicant services; database reporting
Internal Audits	EMT; Employees	Audit services; reports; special projects
Quality Management	EMT, Employees	Strategic Planning; Office Action Planning; Performance/Business Improvement Systems Planning, and Implementation; Facilitation
	Employees; Other State Agencies	Performance Improvement/ Business Excellence Consultation/Tng.
	SC Quality Forum	State Baldrige Examiner Tng. Panel of Judges for Governor's Quality Award

Table A.1

Key Suppliers:

The Department conducts business with a large variety of suppliers/vendors, non-profit organizations, and the faith-based community. Our top suppliers/vendors, in terms of business conducted, include the following: Roche/Varian (Drug Testing Supplies), BI Inc. (Electronic Monitoring Equipment and Services); HP (Computer Printers and Supplies); DELL (Computer Rentals); and, the State of South Carolina (examples include, the state telephone system, fleet, liability insurance, and rent). Additionally, non-profit organizations and the faith based community contribute significantly to the Department's efforts in addressing offender needs

through numerous relationships, including faith-based services, clothing and incidentals, short term housing and life skills related training.

Expenditures/Appropriations Chart

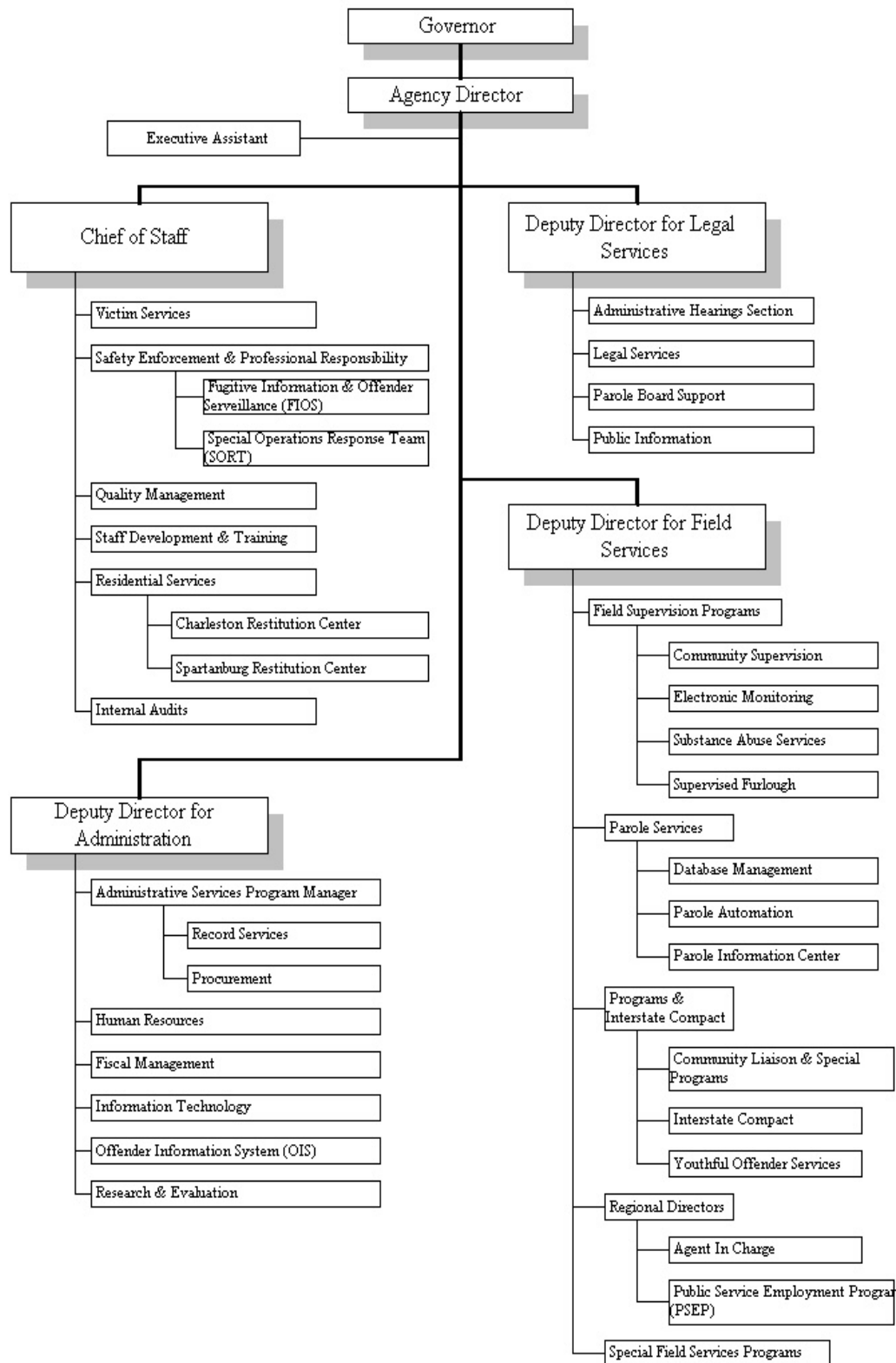
Base Budget Expenditures and Appropriations

	01-02 Actual Expenditures		02-03 Actual Expenditures		03-04 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	27,881,689.52	16,808,875.10	25,273,948.13	15,085,278.57	23,862,628.00	13,865,094.00
Other Operating	6,754,891.65	541,021.00	6,235,087.30	568,521.00	8,509,199.00	511,021.00
Special Items	19,329.16	19,329.16	14,463.23	14,463.23	0.00	0.00
Permanent Improvements	0.00	0.00	0.00	0.00	0.00	0.00
Case Services	78,991.28	14,045.75	55,080.63	0.00	0.00	57,500.00
Distributions to Subdivisions	0.00	0.00	0.00	0.00	0.00	0.00
Fringe Benefits	8,985,090.99	5,498,617.67	8,572,974.10	5,130,210.88	7,925,312.00	4,703,107.00
Non-recurring	0.00	0.00	0.00	0.00	0.00	0.00
Totals	43,719,992.60	22,881,888.68	40,151,553.39	20,798,473.68	40,430,947.00	19,136,722.00

Other Expenditures

Sources of Funds	01-02 Actual Expenditures	02-03 Actual Expenditures
Supplemental Bills	19,329.16	14,463.23
Capital Reserve Funds	0.00	0.00
Bonds	0.00	0.00

Organizational Structure



Category 1 Leadership

1.1 How do senior leaders set, deploy and communicate: (a) short and long term direction; (b) performance expectations; (c) organizational values; (d) empowerment and innovation; (e) organizational and employee learning; and (f) ethical behavior?

- (a) Short and long term direction is set by the Governor. The Governor's direction is communicated by the Department's Director to members of the Executive Management Team, and in turn to division managers and other employees. Communication methods used include telephonic communications, e-mail, one-on-one's, intra office discussions, staff meetings, and the Employee Performance Management System (EPMS). The agency's strategic plan serves to communicate both, short and long term direction and, when completed with supporting Office Action Plans, will provide the foundation for a comprehensive management system linking office goals and performance measures to short and long term strategic goals. To insure compliance, understanding, and effective communication, division managers conduct regular staff meetings with their respective office employees. Feedback and upward communication is reinforced through the use of a Department-wide, standardized "Project Queue" information matrix that is forwarded by each division manager to their respective Deputy Director and the Chief of Staff on a monthly basis. The addition and recent implementation of a "Key Issues" matrix (Fig. 1.1-1) will further enhance two-way communication on key departmental issues between division managers and the EMT. These methods are an integrated part of our Leadership model (Fig.1.1-2) and Management Support System (Fig. 1.6-1). Both provide for bi-directional communications between all levels of the organization and enable a quick response to issues or concerns of interest to all of the Department's external and internal customers.

**South Carolina Department of Probation, Parole, and Pardon Services
Field Operations Division
Project Queue
(County Offices)**

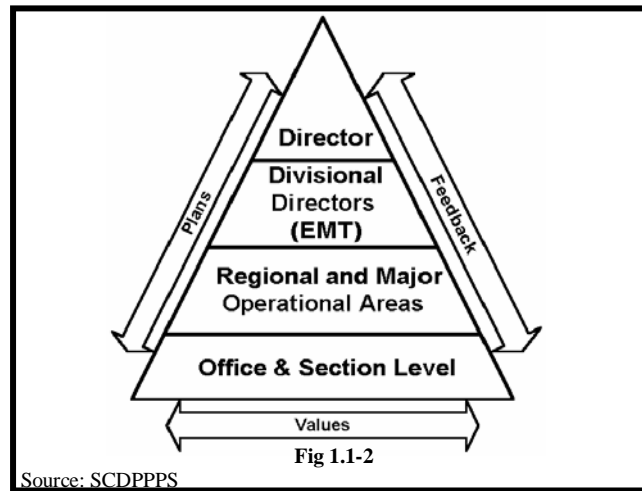
Division: **(Division Manager)**

Update as of: **(Report Date)**

Initiative	Action Steps	Owner(s)	Status	Completion Target Date	Progress This Month	Remaining Activities	Issues/Comments

Figure 1.1-1

Department Leadership Model



- (b) Performance expectations are articulated by the Director and Deputy Directors and are reinforced through the EPMS process. Within each office, employees and their supervisors include specific work objectives and performance expectations in each employee's Planning Stage for the coming year. Any incident of non-conformance is addressed verbally, in writing, or through prescribed state government HR regulations, as appropriate.
- (c) Organizational values were developed by the Executive Management Team as part of the Department's strategic planning process, and apply to all of the Department's functions. Key values identified as important to the Department are "Integrity, Fairness, Teamwork, Performance Excellence, and Accountability." Individual employee performance expectations towards modeling these values will be incorporated in the performance evaluation process beginning winter 2003.
- (d) Empowerment and innovation is encouraged and supported. At the managerial and supervisory level, division and office managers are given maximum flexibility to serve their customers quickly, effectively, and efficiently. Managers are expected to transfer empowerment to office staff so that they can work freely within broad guidelines appropriate to their function. Management training on supervisory skills and organizational development topics has been provided to all managers. Innovation is also encouraged within the Department. Any employee may suggest changes to policy, or new ways of doing business, directly to their supervisor or the cross-functional Agency Policy Review Committee. This process assures a comprehensive review of all submitted suggestions for potential implementation.
- (e) Organizational and employee learning is strongly supported by senior management whether by participation in the Cabinet Agency Training Consortium, attendance at in-house training classes, through programs offered by the Budget & Control Board, the State Government Improvement Network, by attendance at conferences and seminars, by participating in writing this Baldrige-based accountability report, or through training procured through other methods. For example, to increase organizational learning and understanding of the Baldrige criteria for organizational performance excellence, division managers from every division provided input and participated in the final review process for the Department's Strategic Plan. In addition, each division manager participated directly in providing information and writing their respective Divisional Accountability

Report. This process, modeled by the division's managers significantly increased learning and organizational understanding of the performance excellence criteria and supporting methodologies.

- (f) As part of the hiring process, all new employees are required to review and comply with the Department's Policies and Procedures. Policy 210 addresses ethical expectations. In addition, the State Government Ethics and Accountability Act provides clear procedures for investigating grievances and initiating disciplinary actions. The State Ethics Commission requires specified officials and public employees to file Statements of Economic Interest while the South Carolina Bar maintains ethics requirements for all practicing attorneys. In addition, the Department's Director and Human Resources Office conduct Exit Interviews with departing employees with results analyzed for organizational improvement opportunities. These procedures and requirements help insure that ethical guidelines are followed.

1.2 How do senior leaders establish and promote a focus on customers?

The goals and supporting strategies described in the Department's Strategic Plan provide the primary emphasis and direction for each office's focus on customer service. Office action plans, to be completed by spring 2004, will be supported by key customer service measures to track service and satisfaction levels. The Department Director's close coordination with the Chief of Staff and EMT ensures that key customer needs and concerns are expeditiously addressed, whether pertaining to legislative, mission related, performance improvement, or quality of life issues. The Department's Public Affairs Office, Internet web page, and published phone numbers for all office functions provide readily available customer access to the Department.

1.3 What key performance measures are regularly reviewed by your senior leaders?

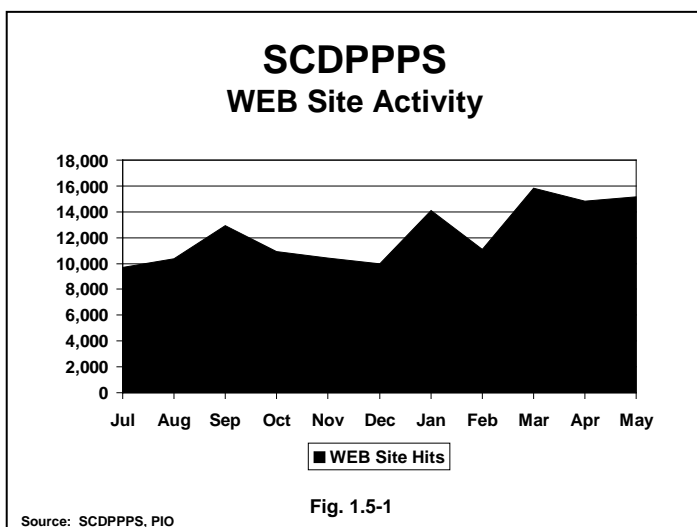
Performance measures reviewed by senior leadership include program cost effectiveness, offender supervision results including home visits, drug tests, pre-parole investigations, supervision fee collections, and warrant service status. Also, customer request for assistance and information, victim restitution paid, bed space utilization for our restitution centers, and employee training completion and satisfaction data. Our OSEPR function also reviews performance data related to the Department's C1-training initiative, emergency operations including special security deployments, and Special Operations Response Team activities including Warrant Sweeps and Homeland Security assistance. As a new initiative, beginning fall 2003, each office will develop action plans and related performance measures in support of SCDPPPS' Strategic Plan. When complete, senior management will select additional key performance measures for routine review. This composite of key measures will establish the Department's Balanced Scorecard.

1.4 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and that of other managers?

The Employee Performance Management System (EPMS) process and corresponding dialogue between Senior and Division Managers provides the primary method for obtaining feedback on management effectiveness. Other methods include staff feedback obtained through routine one-on-one dialogue between managers and employees, through staff meetings, exit interview, and feedback obtained from discussions held at leadership and performance improvement training classes. These sources are used as input to each manager's EPMS Planning Stage.

1.5 How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

The Department interfaces with numerous entities on a daily basis including but not limited to the judiciary, state and local law enforcement, victims and the general public. Our ability to effectively supervise offenders under our jurisdiction, respond to the needs of crime victims, and our many other customers can and does have a direct impact on the well being of South Carolina's citizens. Our ability to address issues of offender accountability is first and foremost and is reflected in our results related to mission accomplishment (Cat. 7.2). Our Offender Information System (OIS) is a repository of data from federal, state, and local law enforcement which is kept up to date with the most current offender information, and protected through the use of physical and technological security systems. Financial information accuracy is validated through external audits with no significant findings reported during the last several years. Regulatory requirements, including those that come under the purview of the Office of Occupational Safety and Health Administration (OSHA), are met without any significant discrepancies noted. In addition, each section within the Department identified risk factors and control procedures as part of the Department's Internal Auditing process. These factors and control methods are documented and reviewed for control adequacy at the Deputy Director and Director level.



Other methods for obtaining information on program impact and risk factors include partnerships and collaboration with other government entities, service providers, and during meetings with customers. Public issues are tracked through press summaries of South Carolina newspapers and a compilation of issues and inquiries received by the Department's Public Affairs Office. The Department also maintains contact with the public through its web site (Fig. 1.5-1) and the media. These methods provide information that is consumed by a wide range of individuals and entities, and serve as a front line tool to disseminate information in a timely manner.

1.6 How does senior leadership set and communicate key organizational priorities for improvement?

Improvement priorities for the Department are set and communicated through the Department's Strategic Plan and supporting action plans, legislative mandate, and through communication with the Office of the Governor. These priorities are communicated and reinforced through weekly EMT meetings, monthly expanded management team meetings with all Division Managers, and weekly, monthly, or quarterly staff meetings within each division and their respective sections. The use of monthly "Project Queues" and "Key Issues" matrixes further enhance the flow of information on organizational priorities and the coordination process between the EMT and division managers (Fig. 1.6-1).

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graph TD
    Governor --> CSP[Cabinet Strategic Plan]
    CSP --> DAR[Department Accountability Report]
    CSP --> PPSPP[PPP Department Strategic Plan]
    PPSPP --> IOAP[Initial Office Action Plans]
    IOAP --> DBR[Department Budget Request]
    DBR --> AA[Appropriations Act]
    AA --> FYI[Fiscal Year Implementation]
    FYI --> DAR
    AA --> CSP
    DAR <--> DAR1[Divisional Accountability Report]
    DAR1 <--> EPMS[Employee EPMS]
    DAR1 <--> PQKI[Project Que and Key Issues]
    PQKI <--> IOAP
    EPMS <--> IOAP
    IOAP --> FOAP[Final Office Action Plans]
    FOAP --> DBR
    FOAP <--> DAR1
    FOAP <--> PQKI
    FOAP <--> EPMS
  
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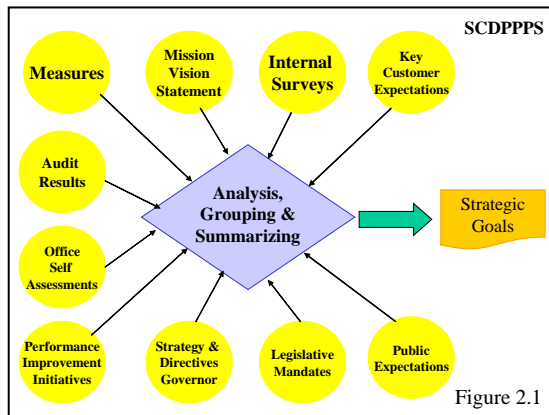
1.7 How does senior leadership actively support and strengthen the community, and identify areas of emphasis?

14

Category 2 Strategic Planning

2.1 What is your Strategic Planning process, including participants, and how does it account for: (a) customer needs and expectations; (b) financial, societal and other risks; (c) human resource capabilities and needs; (d) operational capabilities and needs; (e) supplier/contractor/partner capabilities and needs?

(a-e) The Department's EMT developed its Strategic Plan using a wide variety of information inputs. These included the Governor's Strategic Initiatives, the Governor's Cabinet, enabling legislation, key legislative and customer service requirements, and from feedback provided by the Department's employees (Fig. 2.1). Following an EMT Strategic



Planning Retreat the draft plan was forwarded for review to a cross-functional team of employees, all division managers and all Agents in Charge (AIC's) of county offices. All were asked to share the draft plan with their respective employees for information and improvement ideas. Improvement recommendations were considered and incorporated, as appropriate during a subsequent review by the EMT. Planned quarterly EMT reviews of the Department's progress towards achieving its strategic goals and objectives will

ensure plan alignment with mission requirements, customer needs, financial and human resource needs, risk management, and partnership needs and initiatives. In addition, routine reporting of action plan results to the EMT and division managers provides opportunities for mid-stream adjustments and serve as a valuable input for the annual full-scale review of the Department's Strategic Plan.

2.2 How do you develop and track action plans that address your key strategic objectives?

Planned actions for FY 2003 – 2004 include the deployment of the strategic plan to all of the Department's offices, the development of supporting office action plans and key measures by each office, and a direct link to each employee's EPMS planning stage. Office action plans will be routinely reviewed at the office, division, and Department level, with financial resources allocated on a prioritized basis, based on the availability of funding. Human resource requirements will be addressed in the same manner.

2.3 How do you communicate and deploy your strategic objectives, action plans and performance measures?

The components of the Department's Strategic Plan have been cascaded in a series of briefings from the EMT to divisional managers, and in turn, to office managers and individual employees. The strategic plan, office action plans, and related performance measures will be made available and maintained on the Department's Intranet web-site beginning late 2003. At present, our Field Operations Division has in place key measures related to offender supervision that directly support our strategic goals and county office action plans. These measures provide accountability from Agent, to county, to region, and to the statewide level. The Department's 1st line managers and leadership have access to this information and related performance measures between the hours of 6:00 a.m. and 10:00 p.m. each work day.

2.4 What are your key strategic objectives?

Public Safety Objectives

- To provide for the public's safety through maintaining accountability over offenders serving criminal sentences in the community;
- To support victims of crime through the effective collection and prompt disbursement of restitution;
- To promote public safety in coordination with SLED, SCHP, and all other state and local law enforcement agencies;
- To provide a responsive and ready force to SLED and SCHP in support of Homeland Security Operations.

Category 3 - Customer Focus

3.1 How do you determine who your customers are and what their key requirements are?

The Department's key customers are identified through legislation that defines our mission, as well as the Governor and his Cabinet, the General Assembly, and our own Policy and Procedures. Key customers include, Offenders, Victims, Criminal Justice Agencies, other State Government Agencies including Emergency Response Agencies, and citizens who are direct recipients of the Department's services. For example, the Office of Safety, Enforcement and Professional Responsibility customer segments consist of the following: Municipal Law Enforcement, State Law Enforcement, Federal Law Enforcement, Salvation Army, Red Cross, Out of State Agencies, SORT-Special Operations Response Team, Emergency Operations Agents (Shelter duty), Emergency Operations Centers, General Public, and other State Agencies. These customers require our assistance in the areas of training, manpower, general and emergency operations management, intelligence sharing and investigatory services. Customer and stakeholder requirements are identified through legislative mandates, direct communications, surveys, focus groups, interviews, direct customer feedback via the Internet, participation in forums, monitoring of legislative activity, court proceedings, Parole Board proceedings, workshops, conferences, and observation. Customers for the Department are more precisely segmented as related to the type of services provided by each section (Table A.1).

3.2 How do you keep your listening and learning methods current with changing customer/business needs?

The Department's Senior Leadership strongly supports and encourages employees at all levels to take advantage of every contact with constituent groups to understand their concerns and expectations, and to either address those concerns or, if outside of their span of control, to forward them to the Department's Senior Leadership. Mission accomplishment, including key customer expectations, and an analysis of strengths and areas for improvement are addressed through the Department's assessment and improvement planning processes. For example, the Office of Victim Services uses several approaches to obtain information from victims to improve services. In addition to attending parole hearings and listening to victim's concerns, victims may also submit letters, e-mails, a videotape, or petitions on their behalf. A "Suggestions/Comments" box has also been placed in the victims waiting area to provide an additional source for obtaining customer information.

An example of staying in touch with customers has been the development of services for Hispanic citizens. These have included entering into a business relationship with Hispanic

Outreach to conduct cultural training for select employees, and contractual arrangements with service providers to provide translation services for agents, victims, and offenders over the phone and, if needed, in person. Additional methods for listening and learning are described in Table 3.2-1, with customer access methods described in Table 3.2-2.

To effectively address complaints, the Department maintains a comprehensive complaint and investigation protocol to enhance responsiveness. This process is conducted by the Office of Safety Enforcement and Professional Responsibility.

<i>Listening & Learning</i>
Agency Web Site Regional Conferences Solicitor's Association General Sessions Court Judges Summary Court Judges Municipal Association Association of Counties Victims Association General Assembly Faith Community Senior Management & Line Staff Direct Calls Complaints
<i>Approach & Processes</i>
Internal Investigations Focus Groups Suggestion Process Policy & Procedures Review Process

Table 3.2-1
Source: SCDPPPS Internal Audit

Enabling Customer Access	
Access Mechanism	How Determined
County & Satellite Offices	Customer Feedback
Dedicated Personnel: Victims Coordinators, OSERP, Volunteer Coordinators, PSE Coordinators	Customer Feedback; Strategic Direction Inputs
Print and Electronic Media	Available & Emerging Technology; Customer needs rapid and ease of access
Voice mail, E-Mail, FAX, Cell Phones	Available Technology

Table 3.2-2

Source: SCDPPPS Internal Audit

3.3 How do you use information from customers/stakeholders to improve services or programs?

information

The Department's offices use a variety of approaches to improve services to existing programs and to develop new services. These include formal process improvement committees and panels, and informal methodologies that may be addressed by simple process changes within an office. In addition to our recurring strategic planning and review process, formal process changes suggested through customer input are first forwarded to our Department's cross-functional Policy and Procedures Committee and the primary process owner for review and comment. Once the initial review is completed the proposed change recommendation is forwarded by e-mail to all employees, providing an opportunity to comment on suggested changes before the committee finalizes their recommendation to our Department's Senior Managers. An annual policy review process, managed by this committee, uses this same method to ensure policy currency. Examples of other methods used to integrate customer input for improving services, include our Staff Development and Training Office's use of end of course evaluations and cross-functional Design a Curriculum (DACUM) panels to modify existing or to create new lesson designs. These panels are comprised of customers, instructors, curriculum design experts, and supervisors/managers. Informal input from customers may also be used to improve services such as suggested modifications to automated information or scheduling of classes. An additional example is provided by the Office of Victim Services which obtained a suggestion from a victim to provide video conference sites throughout the state for victims to communicate with the Parole Board. As a result a survey was conducted to fully understand customer needs and desires. Survey results are depicted in Fig. 7.1-1.

3.4 How do you measure customer/stakeholder satisfaction?

The Department measures customer satisfaction and mission accomplishment using a variety of methods. These include post exercise/emergency response evaluations, formal surveys, focus groups, training evaluations, and through daily communications with customers. For example, the Office of Safety, Enforcement and Professional Responsibility measures customer satisfaction through discussions and post-emergency response or exercise evaluations with agencies following joint operations. A general staff review of overall agency performance and lessons learned is also added. The Office of Victim Services measures customer satisfaction from victims following their attendance at parole hearings (Fig. 7.1-2). Informal methods used by individual sections within the Department include the analysis of e-mail messages, voice mail, and written correspondence.

3.5 How do you build positive relationships with customers and stakeholders?

Each office views its customer base somewhat differently based on the type of services provided. In the Field Operations Division great care is given to ensure solid and productive partnerships with local law enforcement entities. Regular meetings are held within the respective county operations to maintain and improve lines of communication and briefings to allow us to understand local law enforcement needs, and also to share with them an understanding of our constantly evolving operations. Senior staff members meet with Sheriffs and Chiefs to facilitate cooperative relationships. The Office of Enforcement and Professional Responsibility serves a similar function in relation to federal law enforcement to ensure good lines of communication, coordination of effort and execution of plans, especially concerning the apprehension of fugitives in our state (Fig. 7.2-8) and throughout the United States, as well as security operations related to Homeland Defense.

Additional examples are provided by the Office of Victim Services' Victims Advisory Council and the Office of Residential Services. The Council, which meets on a quarterly

basis, consists of 20 victims and victim advocates from across the state who provide feedback on how the Department can enhance its services to victims. The Office of Residential Services builds relationships through meetings with victims, offenders, and family members, in addition to e-mail, telephone communications and written correspondence. Relationship building is further reinforced, in all offices, through participation in cross-agency committees, participation in professional associations, or by assisting other agencies in the support of their mission, training activities, or the state's initiatives related to Public Safety and Homeland Security.

Category 4 - Information and Analysis

4.1 How do you decide which operations, processes and systems to measure?

At the Department level, key measures are determined by the Director, in consultation with senior leaders. These include measures related to key mission requirements, special operations, financial performance, customer service, and employee workload distribution. At the division and section levels measures are based on performance tracking requirements, and include those levied by the agency's senior leadership, published Departmental policies and procedures, laws and regulations including the S.C. Code of Laws, and the published procedures and practices of the Board of Paroles and Pardons.

To date, the Department has made significant progress towards the development of a comprehensive array of key performance, workload, and outcome measures. Key measures related to offender supervision and financial performance, supported by real time database information and Department wide access provide essential information at all organizational levels to support fact-based decision making (see Cat. 4.3). The Department's measurements system will be further strengthened by the planned development of a Balanced Scorecard for key Department level measures, and Office Action Plans and their related measures to support all organizational levels and the Department's strategic plan (Fig. 4.2).

4.2 How do you ensure data quality, reliability, completeness and availability for decision making?

Each office within the Department performs unique and complimentary tasks, all are interrelated in support of the Department's mission and public safety related initiatives. To support mission accomplishment the Department created and maintains an integrated computer network that incorporates multiple, linked databases. The state-wide computer network, supported by approximately 75 servers, provides daily access and

current information for decision making via databases including financial information, the Offender Information System (OIS), Parole Information Center (PIC), and the Human

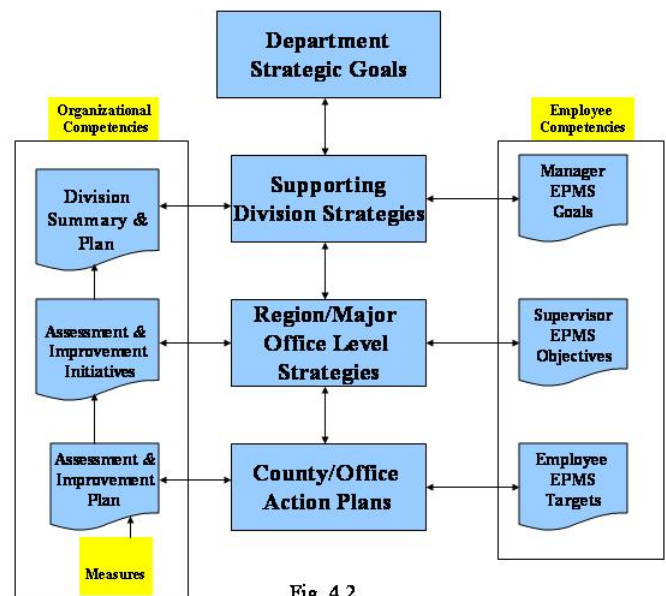


Fig. 4.2

Resources System (HRS). The OIS, with information on over 50,000 active offenders, and PIC with over 80,000 records on current or former inmates, share certain data elements on offenders between our Department's offices and the Department of Corrections. The CDS component of HRS provides immediate access to our Department's employees on information including leave balances, salary and withholding data, emergency notification information, and training records. This system was also recently expanded to include a database and application for the tracking of the Department's weapons, armored vests, and radios. In addition, CDS permits the online ordering of supplies through the Procurement Section, and by the end of 2003, will permit the tracking of mileage and maintenance records on the Department's fleet of vehicles. Accuracy and completeness for all of the Department's databases is determined through daily, weekly, and monthly data reports that are reviewed by management, supervisors, and data users.

Data integrity and availability is ensured through a variety of methods. These include computer tape back-ups, remote storage of data files and fireproof boxes in our county office locations, back-up power supplies for all computers, mirrored files on servers, and a three-tier virus detection process including the workstation, server, and firewalls.

4.3 How do you use data/information analysis to provide effective support for decision making?

A majority of the data and information used to support daily decision making is made available through the Department's integrated computer databases. These include the Offender Information System (OIS), Parole Information Center (PIC), the State Agency Budgeting, Accounting, and Reporting (SABAR) system, and Human Resources System (HRS). The Department also maintains data and information linkages with the national crime network information systems such as the National Crime Information System (NCIC), and the National Law Enforcement Telecommunications System (NLETS). Access is based on a need-to-know basis and controlled by individual employee computer linkages and passwords.

To support organization wide data and information needs related to offender supervision, the Division of Field Operations developed key performance measures and targets for Home Visits, Warrants Service, Absconded Offenders, Fee Collections, Drug Testing, and Pre-Parole Investigations. These measures are further segmented into 12 specific performance indicators (Figs. 7.2-1 through 7.2-3, and 7.2-7 through 7.2-8). The primary supporting database OIS, contains real-time information that is segmented by county size (based on offender population within a county), by individual counties, and by an Agent's badge number. This information is made available to Agents, Supervisors, and Managers based on a need-to-know basis. In addition, a newly developed and validated Agent Workload Model (Fig. 7.2-11) will be used to equalize the offender related workload between county offices. The PIC systems provide real-time information on offenders that are on Parole. It is used in preparing inmate cases for consideration by the Parole Board. Together, these systems provide instant access to real-time information used for decision making at all levels in the Department.

The Department's SABAR system is the primary data and information source for the Accounting and Finance, Budget, and Materials Management Offices. For these areas a

combination of database (SABAR) analysis and manually created spreadsheets provide current information related to fiscal and materials management information needs.

Additional examples of the Department's data and information analysis processes include the Office of Safety, Enforcement and Professional Responsibility that routinely reviews all of its operations, processes and systems. The office studies and measures those services that provide information to make improvements, such as studies on radio system compatibility between our agency's agents and the Sheriff's Departments. The Office of Staff Development and Training uses information obtained from the CDS component of HRS to determine training requirements and course completions. Using primarily manual methods, the Office of Residential Services determines methods of employment strategies that result in the highest levels of offender hiring, to help determine future strategies for our residential programs.

This combination of real-time offender database management, linkage to national information networks, in-house databases, and manual development of spreadsheets and other analyses methods provides an effective blend of data and information to support decision making at every level of the organization.

4.4 How do you select and use comparative data and information?

The Department and its divisions are an integral part of a variety of national networks in which they constantly work to identify performance measures that are common to its mission. Once these measurements begin to serve as standard benchmarks within the profession, it will better position the Department to identify best practices and improvements. Use of comparative data from other jurisdictions has been difficult. In many instances comparisons are difficult to achieve due to disparate mission requirements, jurisdictional authority and responsibility, and decentralized organizations. However, the Department does compare its law enforcement core training and operational procedures to the recommended standards used by the South Carolina Criminal Justice Academy and the South Carolina Highway Patrol. In another example, the Office of Residential Services compares its services to standards set by ACA, APPA, and NIC.

Category 5 - Human Resources

5.1 How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?

Employees are provided opportunities to develop and utilize their full potential through both, formal and informal mechanisms. Each is intended to encourage learning, improve quality, customer and employee satisfaction, and performance levels.

The formal method for developing and evaluating employees is through the Employee Performance Management System (EPMS). As part of this process, each employee and his/her supervisor jointly develop a Planning Stage that identifies key job tasks, responsibilities, and performance expectations. Beginning in early 2004, the Planning Stage will also include the employee's training plan for the next performance review cycle. Other formal methods include annual awards such as Employee of the Year, Manager of the Year, Administrative Staff Member of the Year, Agent of the Year, and the County Award of Excellence. Also, education incentives including tuition reimbursement and pay increases

for additional skills and knowledge (limited by funding availability), length of service recognitions, and flexible work hours based on job requirements.

Informal methods include scholarships for attending national conferences, attendance at external training courses offered by other state agencies and the State Training Consortium, workshops and seminars (limited by funding availability), recognition at staff and public meetings, luncheons, and encouraging and supporting employees to work on inter-divisional and inter-agency team projects.

5.2 How do you identify and address key development and training needs, including job skills, training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

The Department uses a variety of information sources to determine training needs. These include the EPMS process, C-1 police officer training requirements, safety training requirements for field office personnel, training requirements for Victims Coordinators, legal training and certification requirements, and training needs identified by management to support other job skills development, leadership development, and performance improvement initiatives.

As part of the EPMS process, training needs are assessed through individual interactions between supervisors and employees. Beginning in early 2004, each employee's Planning Stage will include a formal training plan. These plans will be aggregated and analyzed by our Staff Development and Training Section to help determine and to prioritize the Department's training offerings and initiatives. Follow on EPMS review cycles and the Department's existing integrated training database, the Career Development System (CDS), serve to track training accomplishments and each employee's professional development progress. For other categories of employees office managers and their employees together identify training needs. This includes temporary employees such as high school students that work for the Department in summer jobs and in coordination with the Columbia Urban League; and, college students that work as interns.

5.3 How does your employee performance management system, including feedback to and from employees, support high performance?

The EPMS process and open-door policy provide an effective forum for ongoing feedback between supervisors and employees. Work related goals and objectives are included in the EPMS Planning Stage and the supervisor and/or office manager routinely works with the employee throughout the year to monitor progress toward those goals. An open-door policy throughout the Department allows each employee timely access to his/her supervisor to whom they can go immediately with questions or suggestions, allowing everyone to contribute to the overall work system.

5.4 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?

The EPMS process and intra-office discussions provide important feedback on employee well being, satisfaction and motivation. Work environment issues are discussed during monthly staff meetings and as specific issues arise. These issues are addressed with care to foster a team environment and to assure that all team members' perspectives are valued and considered. Additional information is obtained through the state grievance process, and exit

interviews with departing employees. Products and services made available that promote and support employee well-being, satisfaction, and motivation are depicted in Fig. 5.4-1.

Products and Services made available to employees to assist well-being, satisfaction, and motivation

- Law Enforcement safety equipment
- Tuition Assistance Program
- Medical Service for Agents
- Chaplaincy Program (SC LEAP)
- Employee Assistance Program
- Wellness Committee
- Employee/Volunteer Recognition

Source: SCDPPPS OHR

Fig. 5.4-1

5.5 How do you maintain a safe and healthy work place?

Maintaining workforce safety is a major area of focus for the Executive Leadership. The Department maintains a dedicated Office of Safety, Enforcement, and Professional Responsibility that addresses safety concerns and initiatives as well as emergency operations and recovery throughout out various state-wide locations. Emergency plans and related policies for protecting employees during emergency operations, including building evacuations, have been developed and reviewed by all employees. The Department also maintains a designated Workplace Safety Officer, a Workplace Safety Committee, and has written Safety Policies. Employees are tested for HBV, TB and for illegal drug use. Annual updates regarding communicable diseases are provided to all staff.

Health in the workplace is promoted in a variety of ways (Fig. 5.5-1). Health screenings are frequently offered to employees throughout the state at a minimal cost, including breast and prostate cancer screenings and flu shots. Free health workshops are available and health information is routinely distributed from the Budget and Control Board's sponsored Prevention Partners group. An annual Agent fitness assessment (Policy 135) and the planned expansion of fitness related programs for the Department's Agents will further enhance employee health. In addition, the use variable work schedules help employees balance personal and professional lives, reduce work related stress and contribute to emotional health and well-being.

Sample of Wellness Programs Made Available to the Department's Employees

- Regional Health Screenings (14)
- Spring Wellness Walk
- Digestive Problems Workshop
- Migraine & Headache Health Seminar
- Healthy Heart Workshops (2)
- Women's Reproductive Health Seminar
- Chronic Disease Workshops (held monthly)
- Stroke Education Seminar
- Brown Bag Lunches on Health related issues

Fig. 5.5-1

5.6 What is the extent of your involvement in the community?

The Department's employees participate in wide variety of community support activities. These include: professional association memberships, speakers at criminal justice classes in

surrounding schools, at civic functions, participation in the United Way fund drive, the March of Dimes' "Buck a Cup" campaign, Red Cross blood drives, and Families Helping Families, providing direct assistance to Sistercare, the Epworth Children's Home, the Lunch Buddy Program, Habitat for Humanity, the Salvation Army Bell Ringers Program, and many other programs designed to improve our communities and quality of life for the citizens of our state.

Category 6 – Process Management

6.1 What are your key design and delivery processes (including such activities as needs assessments and efforts at continuous improvement) for product/services, and how do you incorporate new technology, changing customer and mission related requirements, into these design and delivery processes and systems?

The Department's key business processes are aligned with identified core competencies.

Using a structured and systematic approach, a cross-functional Policy and Procedures Team, that includes representation from every Division including management and staff, reviews all recommendations for new as well as changes to existing policies. Prior to finalization, draft policies are forwarded to all employees for review and input. This input is considered as well as budgetary, human resource, technology requirement, and the goals of the Department's Strategic Plan. Once finalized, responsibility and accountability for each policy is ensured through the assignment of a senior manager as the process owner. Process owners are responsible for defining process purpose; identifying customers; understanding customer requirements; documenting the process; developing the appropriate measures and controls as well as assuring that the controls are properly used. They are also responsible for forming and prioritizing process improvement teams, as needed, to effect further improvements.

Communication on policy changes is accomplished through staff meetings and e-mail notifications. In addition, a mandatory annual policy review process ensures process reviews and currency/validity checks for all existing policies.

The use of cross-functional committees, chartered performance improvement teams, and systematic and structured approach ensures that the design and delivery of key processes are aligned with the Department's Strategic Plan, and include reviews of all applicable statutory and legal requirements, and existing policy and procedures.

Continuous improvement methods and initiatives, including the use of the annual accountability report to identify and prioritize organizational improvement opportunities, provide additional approaches for enhancing departmental effectiveness and efficiencies.

6.2 How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?

Although day-to-day production and delivery processes vary by office, instant access to a variety of databases, including OIS, PIC, and HRS are used by managers and staff to review up-to-date information on the Department's key processes. Information provided by these databases is supplemented by a variety of weekly and monthly reports including those that are used to track financial expenditures, offender information, bed space utilization at our Restitution Centers, the timeliness of victim notifications, and training completion and recertification requirements. The Department's Operations Command Center, provides

instantaneous status reports and communications via telephones, hand held radios, and e-mail to the SORT during exercises, and routine and emergency operations.

6.3 What are your key support processes, and how do you improve these processes to achieve better performance?

Key support processes are an integral and integrated part of the Department and vital to mission success. The primary support processes are housed in the Administrative Division, Office of the Chief of Staff, and Legals Division. Key support processes for the Administrative Division (Fig. 6.3-1) include financial management and services, database management, IT network support, procurement services, fleet management, records management services, recruiting and hiring services, and benefits counseling and services.

Customer requirements for support processes, as defined in the Department's Strategic Plan, are to provide a Safe Environment, Timely and Accurate Response, Flexible Access, Professionalism, and Quality in Services

and Products. Service related processes are improved through the Department's formal design and delivery process methodology (see Question 6.1), or through informal methods within each section or office. The Department does not distinguish between support requirements for its external and internal customers.

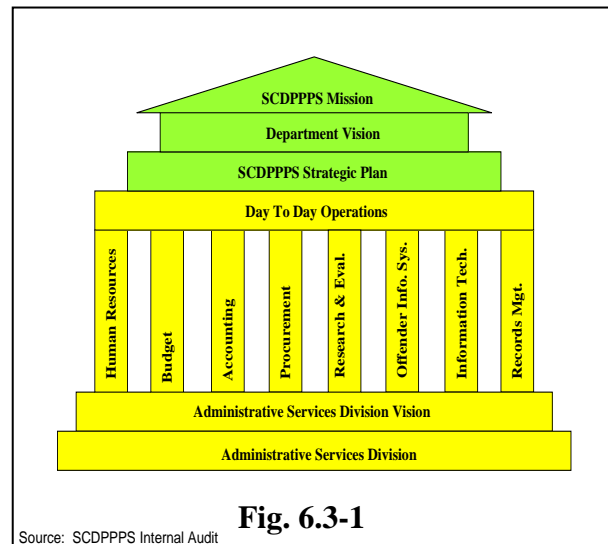


Fig. 6.3-1

6.4 How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance?

The Department manages relationships with its suppliers and vendors by providing timely documentation, expectations, and feedback on vendor performance. Vendor selection is based on the South Carolina State Procurement Code, with special emphasis placed on minority and women owned businesses (achieved 175% of Department's goal). Bids for large projects are evaluated for cost effectiveness and performance requirements and standards.

Vendors are held to the standard required for the specific contract. Any disputes are first addressed by the Procurement Office, and if unable to resolve, elevated to the Budget and Control Board's Materials Management Office. Routine interactions and constructive two-way feedback between vendors and the Procurement Office helps build relationships and contributes to performance improvements.

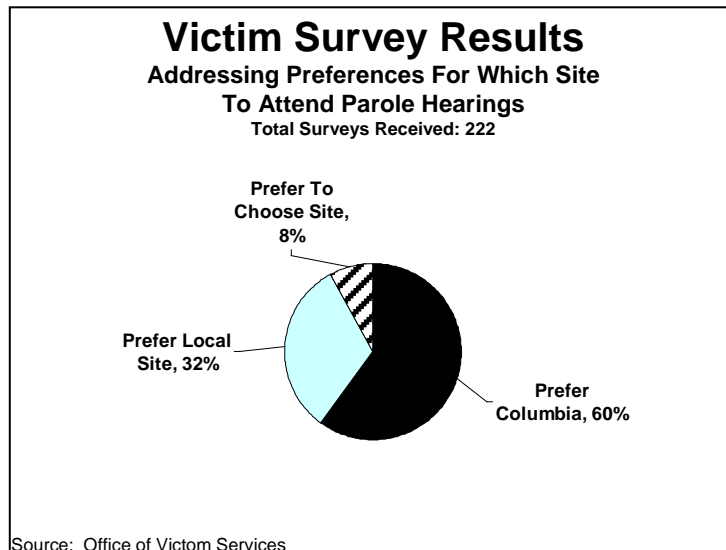
The Department also values its partnerships with a wide variety of other organizations. These include state and national criminal justice agencies, including the Departments of Public Safety, Corrections, Social Services and Juvenile Justice, as well as the South Carolina Victim Assistance Network, and the South Carolina State Government Improvement Network. National partnerships include the National Institute of Corrections, the American Probation and Parole Association, the American Correctional Association, and

the Baldrige National Quality Program. Relationships are nurtured and monitored as our Department participates in joint emergency operations and homeland defense activities, provides and receives services including offender information, participates in information sharing activities on best practices, and participates in joint training events on both, the state and national level.

Category 7 - Results

7.1 What are your performance levels and trends for the key measures of customer satisfaction?

The Department is currently expanding its formal measurements development processes related to customer satisfaction. Completion is planned during spring 2004, as part of the Department's Office Action Planning process. Victim satisfaction with the Parole Hearing process is described in Fig. 7.1-1.



Source: Office of Victim Services

Fig. 7.1-1

Survey Questions	Results
Were you greeted promptly and courteously by Victim Services staff upon your arrival at the hearing?	Yes - 100%
Was the hearing process explained to you by staff prior to your speaking to the Parole Board?	Yes -95%
Were any questions that you asked answered adequately by staff?	Yes 98%
Were you treated courteously and professionally by the Parole Board?	Yes - 97%

Fig. 7.1-2

7.2 What are your performance levels and trends for key measures of mission accomplishment?

The Department's balanced performance measures yield an effective and comprehensive view of the impact of offender supervision across the state and down to the county and Agent level. These measures include: Offender supervision (Figs. 7.2-1 through 7.2-11); OSEPR Operational Participation/Results (Fig. 7.2-12), Residential Services results (Figs. 7.2-13 through 7.2-14); Victim Services results (Figs. 7.15 through 7.2-17), and Employee Training results. Fig. 7.2-1 represents the cumulative totals for all 12 measures and all county offices (see "explanation of codes" for specific measures). The horizontal blocks on Figs. 7.2-1 and 7.2-2 represent 100% increments; the highest attainable score for each measure. The target

line represents the cumulative target scores for all 12 measures. This type segmentation supports the analysis of data for each county office, as well as to the Agent level.

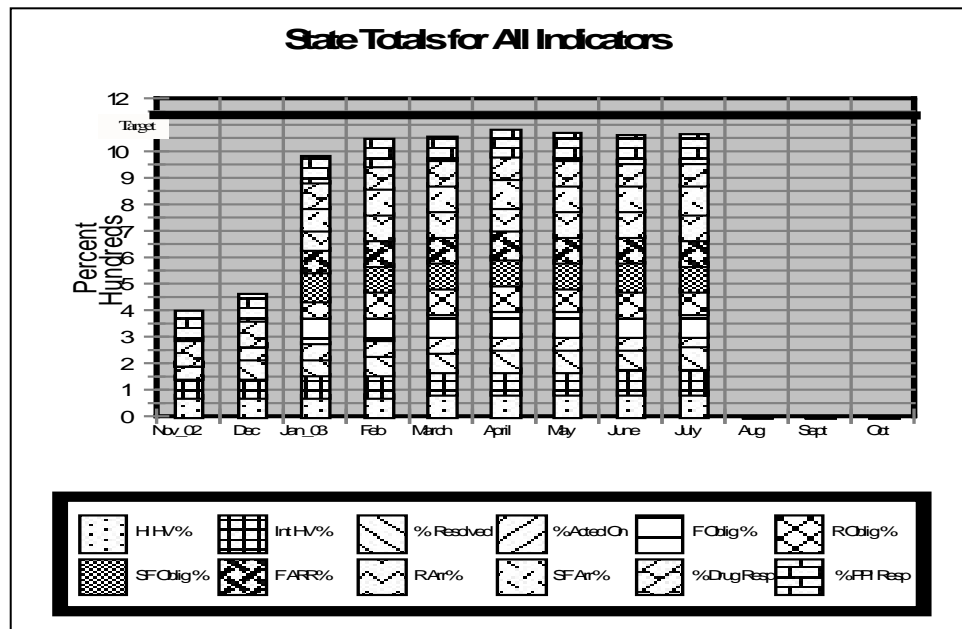


Fig.7.2-1

Source: SCDPPPS Research and Evaluation

Explanation of the Codes:

Hi HV % - Percentage of High Supervision Home Visits Completed

Int HV % - Percentage of Intensive Supervision Home Visits Completed

% Resolved – Percentage of Warrants issued during the month versus those with activity within 30 days of issuance

% Acted On – Percentage of activity on cases in absconded level for the month

F Oblig % - Percentage of the initial fine that is satisfied versus that which has not been satisfied at the time the case closes

R Oblig % - Percentage of the initial restitution that is satisfied versus that which has not been satisfied at the time the case closes

SF Oblig % - Percentage of the initial supervision fee that is satisfied versus that which has not been satisfied at the time the case closes

F Arr % - Percentage of fine accounts less than six payments in arrears out of the total accounts in arrears

R Arr % - Percentage of restitution accounts less than six payments in arrears out of the total accounts in arrears

SF Arr % - Percentage of supervision fee accounts less than six payments in arrears out of the total accounts in arrears

% Drug Resp – Percentage of positive test or confession which are responded to by the Agent

%PPI Resp – Percentage of pre-parole investigations completed within required time frames

Fig 7.2-2 represents the cumulative totals for all 12 measures segmented for a sample county.

Fig. 7.2-3 depicts a comparison of all measures between similar size counties (size based on offender population).

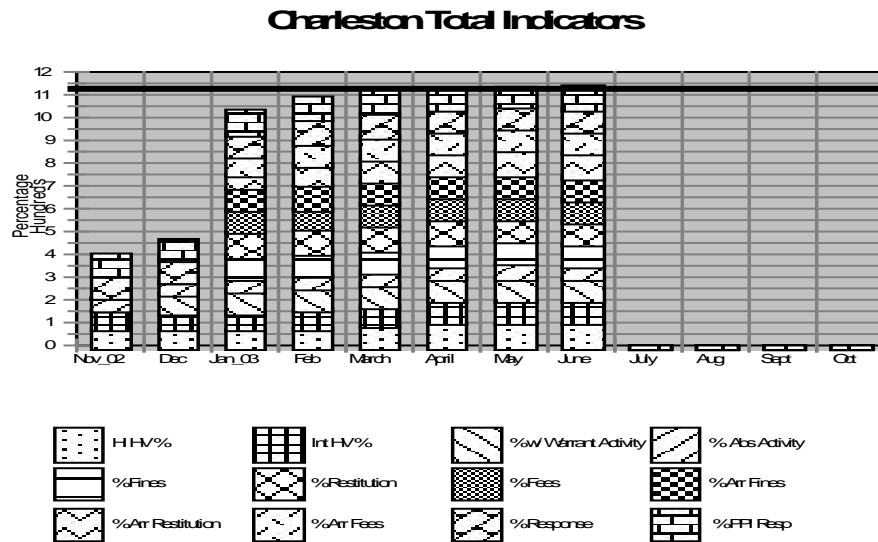


Fig. 7.2-2
Source: SCDPPPS Research and Evaluation

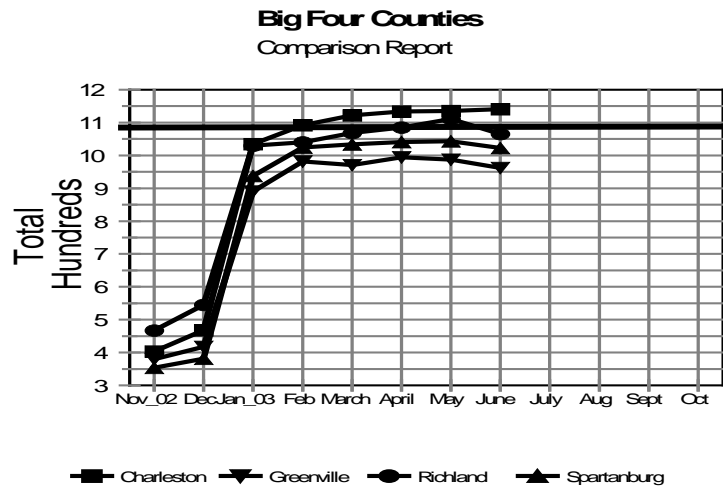
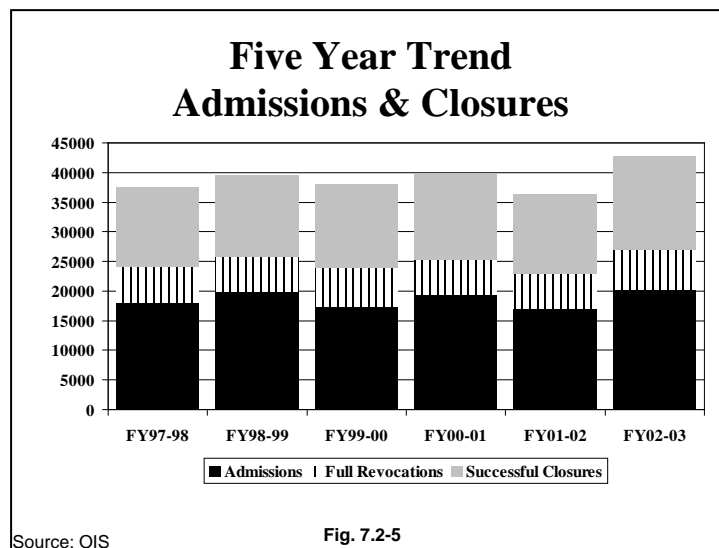


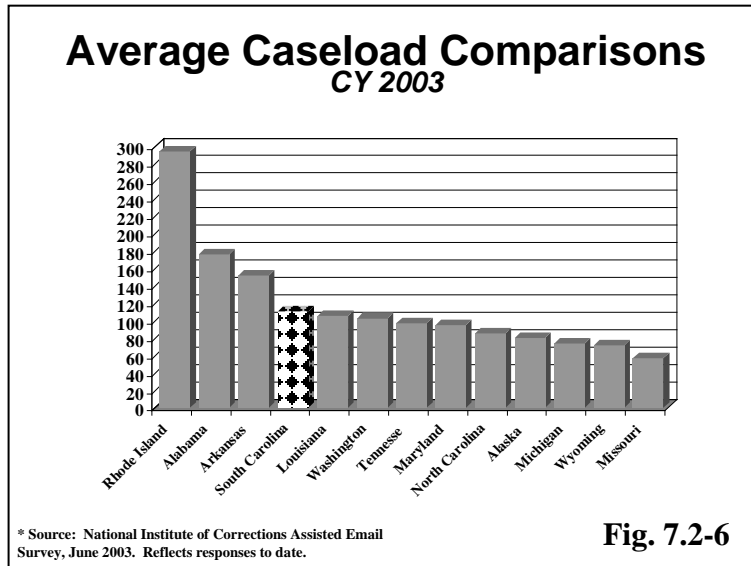
Fig. 7.2-3
Source: SCDPPPS Research and Evaluation

Fig. 7.2-4 depicts a generally unchanged offender population for the last 10 years, compared to decline in available Agents. The spike in the Department's Agents during 2000 is due to an organizational realignment that added Hearing Officers and Parole Examiners as a resource to Field Operations.

Fig. 7.2-5 shows a relatively unchanged five year trend for Admissions and Successful Closures



The Agent caseload comparison against 12 other states (Fig. 7.2-6) is based on a National Institute of Corrections survey that was initiated at the request of this Department. The 12 states used for comparative information were the states that responded to the survey.



As a result of budget cuts, the Department adjusted its programmatic requirements governing drug testing resulting in decline for FYs 2002 and 2003 (Fig. 7.2-7). The Department initiated a change from testing 100% of offenders to testing only high risk offenders and those identified with a predictable or prior history of drug use.

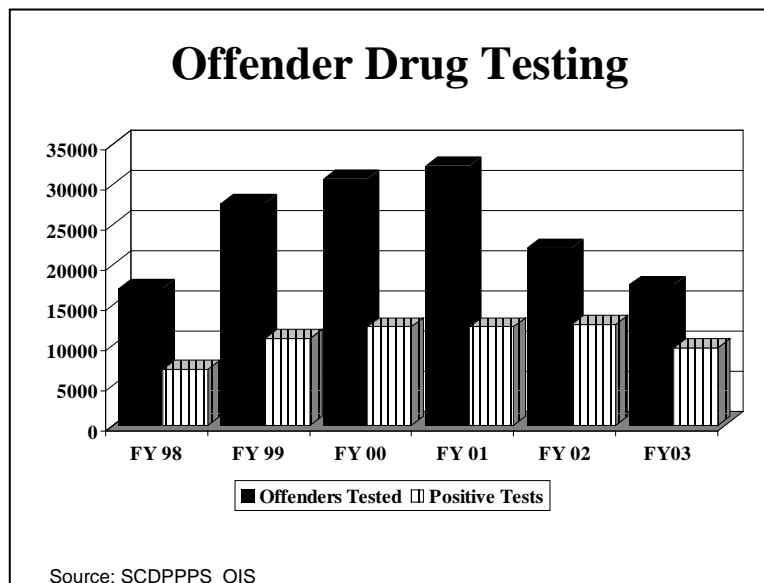
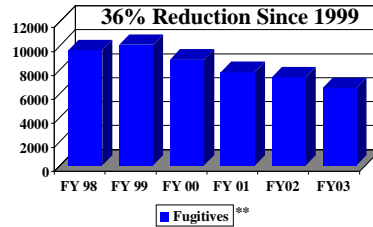


Fig. 7.2-7

Fig. 7.2-8 depicts a declining trend in absconded offenders. This trend is a direct result of the Department's aggressive operations to reduce the number of outstanding warrants (Operation Clean Sweep I and II) as well as the effective utilization of graduated intermediate sanctions for probation and parole violations.

Operational Effectiveness Fugitives

- South Carolina, population of 4,063,000. SCDPPPS has 1.5 warrants per 1,000 population.
- Olmsted County, Minnesota population of 124,277, 17 warrants per 1,000 population (2080 outstanding warrants).*
- In San Mateo, CA, population of 702,020. The Sheriff's Office has 63 warrants per 1,000 population. (44,000 outstanding arrest warrants).***
- The state of Missouri, population of 5,595,000 has a total of has 130 warrants per 1,000 population (728,000 outstanding warrants, statewide). (Missouri State Auditor's Office, 2000)



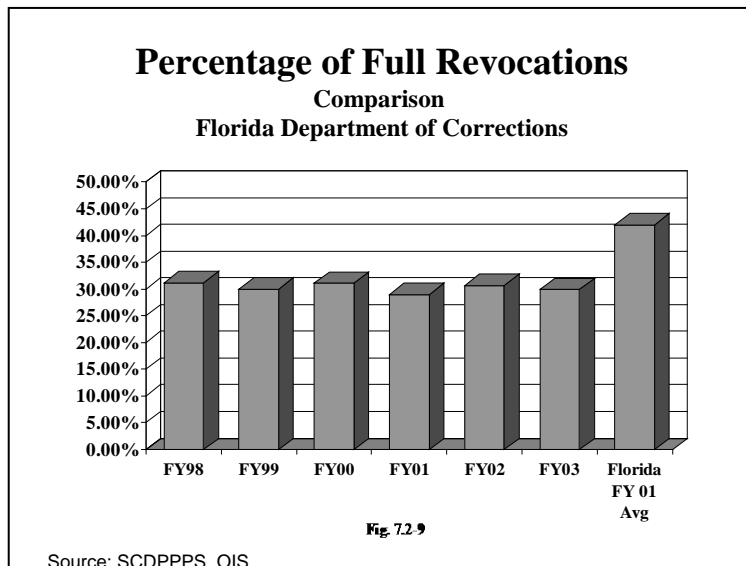
- At year end 2001 at least 1 in 10 probationers in the USA had absconded.
- Among all persons on probation, absconders have increased from 6% in 1990 to 10% in 2001.****

*<http://www.olmstedcounty.com/sheriff/>
 **SCDPPPS Offender Information System
 ***<http://www.sanmateocourt.org/grandjury/2002/warrant-enforcement-smc.html>
 ****<http://www.nj.gov/indj.gov/hjs/pub/ascii/ppus01.txt>

Fig. 7.2-8

Fig. 7.2-9 reflects the Department's aggressive pursuit of intermediate sanctions as opposed to granting full revocations. These include: home detention, public service employment, or assignment to a restitution center or residential center.

Benchmark research yielded one state with a standard addressing full revocation. A full revocation means that the offender violated the conditions of probation resulting in the judicial imposition of the suspended sentence



Budget reductions, loss of professional staff, and a corresponding increase in the unemployment rate all contributed to the slight decline in the average success rate since 2001 (Fig. 7.2-100).

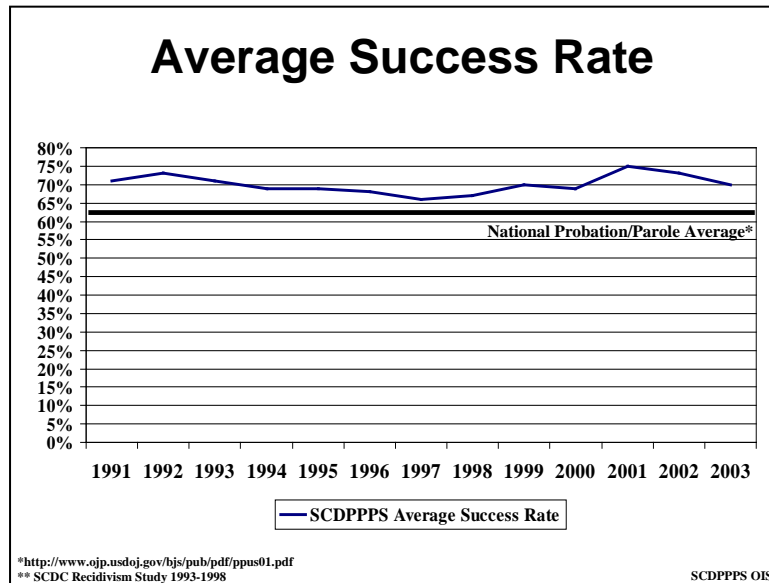


Fig. 7.2-10

In order to better understand the workload requirements of the county offices of the Department, a task force composed of Agent staff members was asked to develop a list of activities that were performed to accomplish the responsibilities of each office. This list was developed into a survey that was sent to a random sample of Agents across the Department. The survey's purpose was to validate the list of activities and to develop times associated with each activity. The model is currently being used to balance Agent workload between counties. Fig. 7.2-11 represents the distribution of the percentage of duties for an Agent.

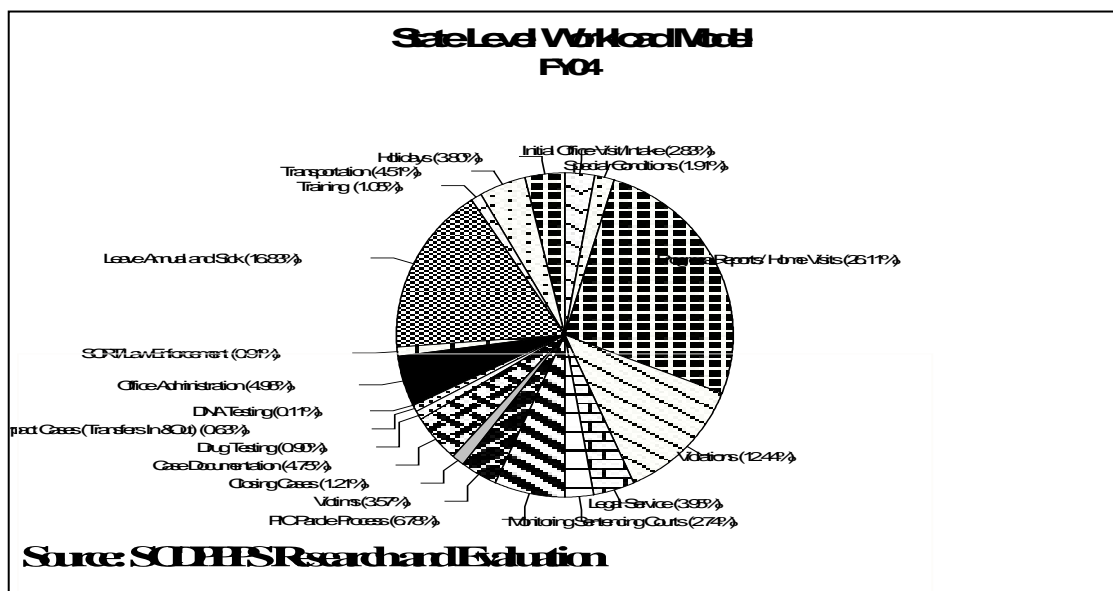


Fig. 7.2-11

OSEPR: Operational Participation/Results

Special Operations	Participation Level/Results
Operation Clean Sweep II (Warrant Sweep)	353 Arrests
Inauguration (Security)	208 Agent Hours
Martin Luther King Day (Security)	480 Agent Hours
Carolina Cup (Security)	180 Agent Hours
Bike week (Security)	5872 Agent Hours
Emergency Operations	Participation Level/Results
Emergency Notification Drill (One Day Exercise)	All OSEPR Key Staff, County Agents in Charge, Regional Directors, Executive Management
SORT Supervisors Emergency Operations Training (One Day Exercise)	All SORT Captains and Lieutenants
Homeland Security	Participation Level/Results
Iraq War*	PPP Command Center Staffed for 5 Days
State House Security	SORTS agent assisted in Security—21 Days
Weapons of Mass Destruction Exercise	All OSEPR Key Staff, and Agents in Charge

*Note: PPP Command Center Activation during Operation Iraqi Freedom initiated pursuant to the State's Emergency Operation Plan.

Fig. 7.2-12

The declining trend in admissions reflects the closure of a restitution center. The declining trend in successful completions is primarily due to the declining economy with reduced opportunities for offender employment (Fig. 7.2-13). The Department is currently addressing these challenges by developing plans to more actively engage the business and faith-based communities.

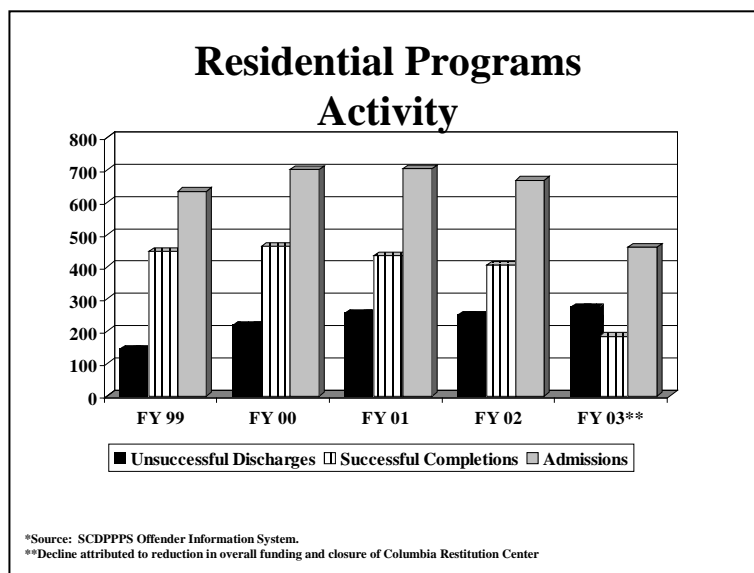


Fig. 7.2-13

Fig. 7.2-14 depicts a slight one year drop in bed day utilization. The Department is actively coordinating a streamlined coordination and admissions process with county offices (also see Fig. 7.2-13 and related comments).

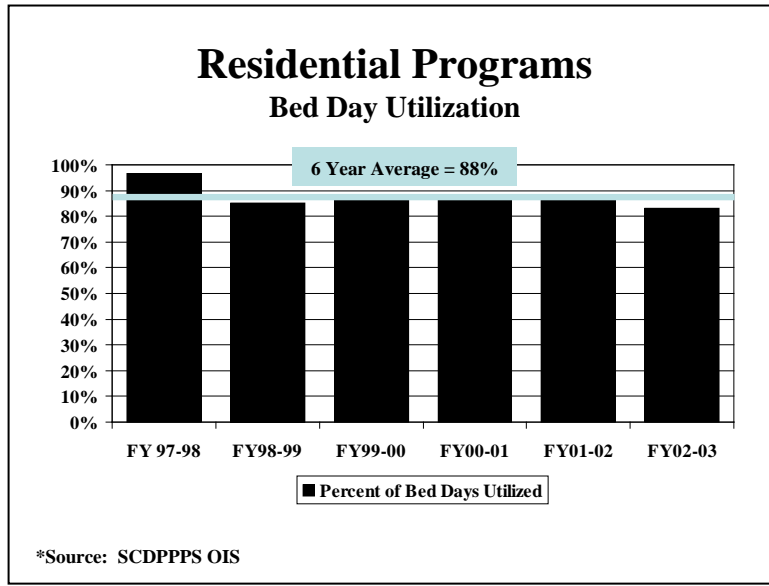


Fig. 7.2-14

The increase in request for assistance and information by victims (Fig. 7.2-15) is primarily due to increased community marketing, publicity and the addition of a website by the Office of Victim Assistance.

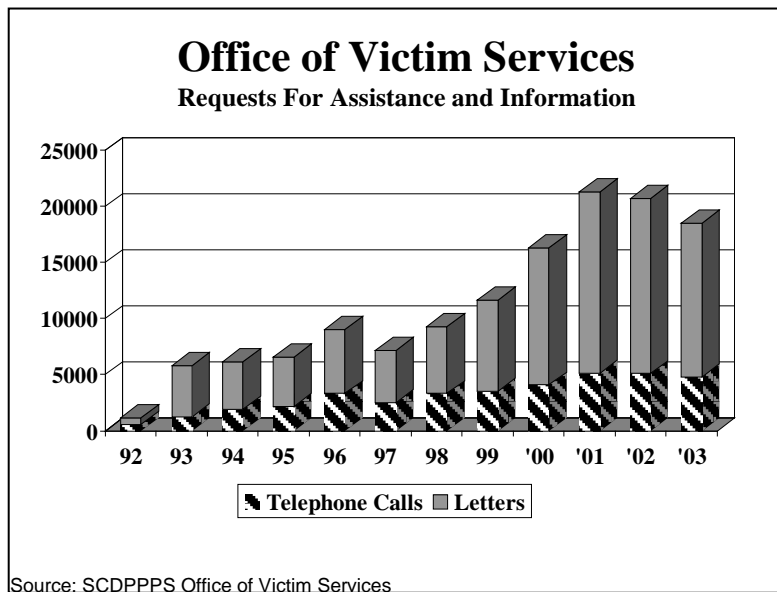


Fig. 7.2-15

The significant increase in the number of victim impact statements/notification requests received (Fig. 7.2-16) is primarily due to the Office of Victim Services' initiative to improve the coordination process with county solicitors.

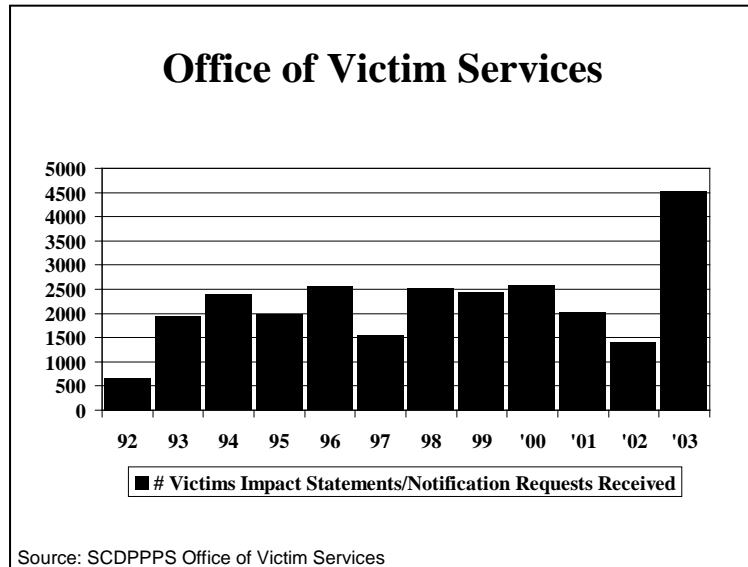


Fig. 7.2-16

Fig. 7.2-17 depicts the impact of victim opposition on parole rejections.

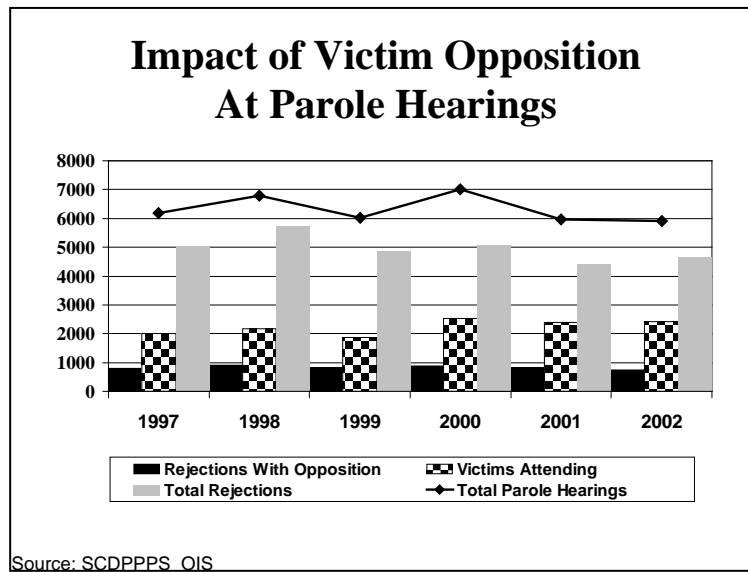


Fig. 7.2-17

Fig. 7.2-18 represents the percentage of Paroles granted compared to the national average.

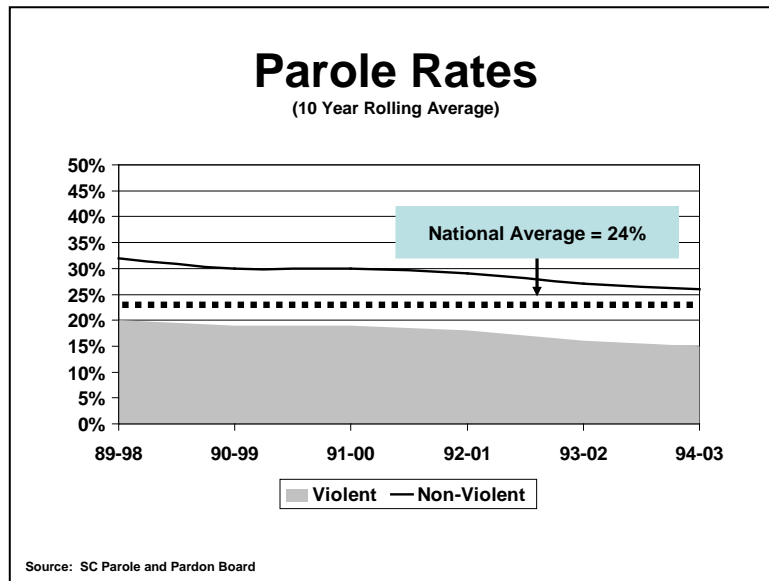


Fig. 7.2-18

7.3 What are your performance levels and trends for the key measures of employee satisfaction, involvement, and development?

The Department considers employee turnover as an important measure of employee satisfaction (Fig. 7.3-1). Specific measures reviewed include employee turnover by class (administrative and Agent), Agent turnover by classification, Agent turnover by reason, administrative staff turnover by reason.

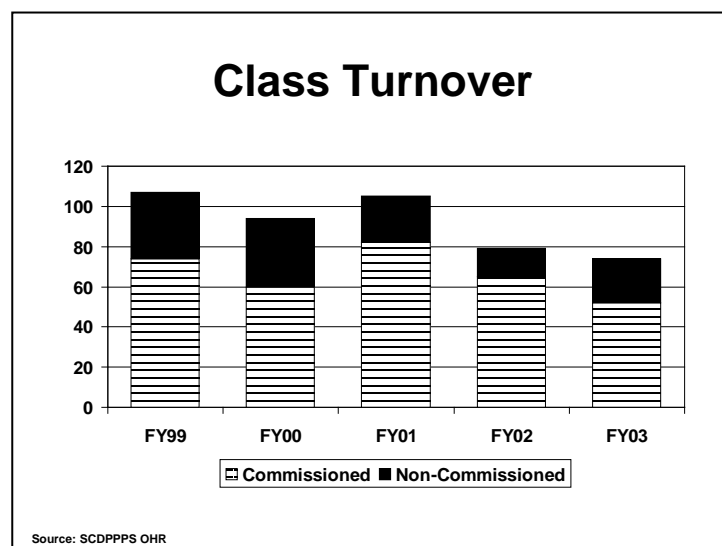


Fig. 7.3-1

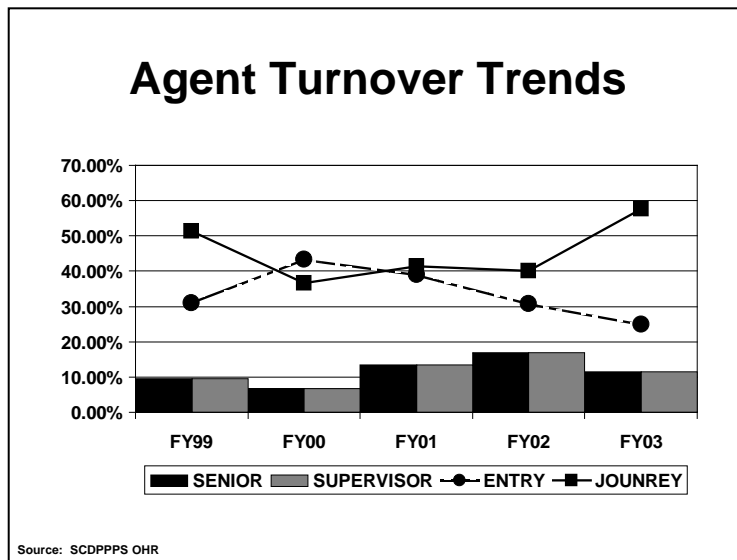


Fig.7.3-2

Figure 7.3-3 represents the effects of budget cuts since July 1, 2001 upon Department staff.

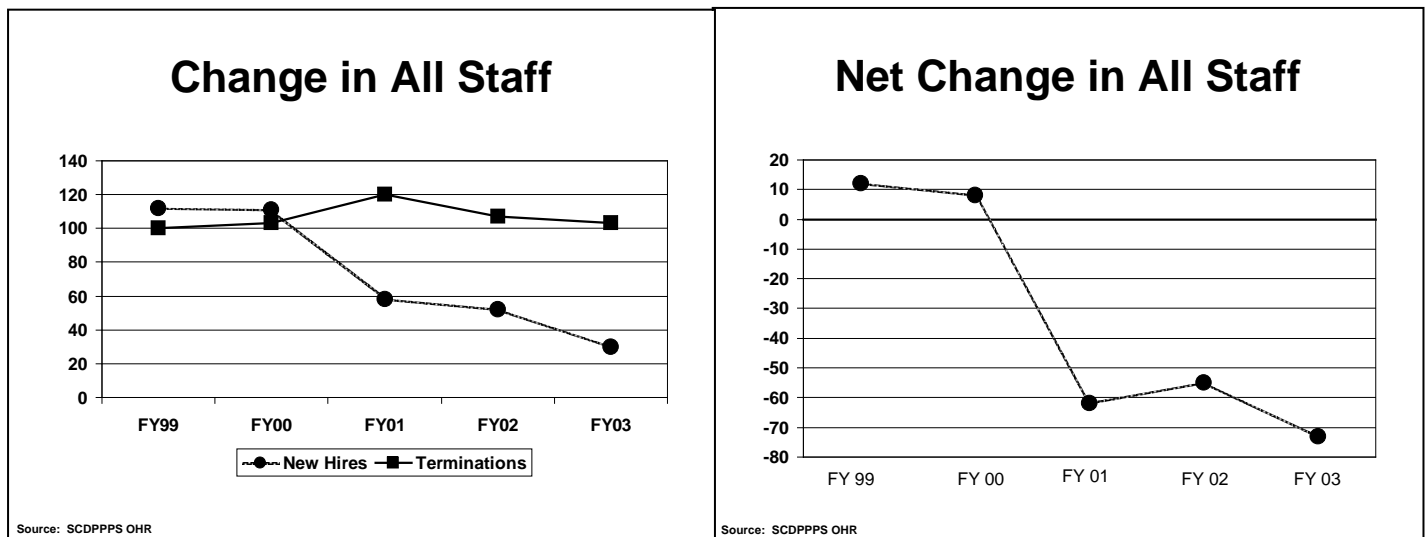


Fig.7.3-3

Employee Training Results:

The primary focus for FY 2002 remained on Agent C-1 certification training. As of June 30, 2003, 450 agents (81%) became C-1 certified. Of this number, 384 agents became C-1 certified between July 1, 2002 - June 30, 2003. The remainder of the employees targeted to be C-1 certified are either scheduled for their last course, are on medical leave, have a medical situation which precludes them from completing the training, or are serving on a military deployment.

Employee Demographics/Diversity

State	Emp	M	F	W	B	A/PI	NA	O	H
SC**	792	45%	55%	69%	30%	0%	0%	1%	0%
SC*	940	46%	54%	68%	30%	0%	0%	1%	0%
NC*	2371	54%	46%	70%	28%	.2%	2%	0%	.5%
MS*	245	71%	29%	78%	20%	0%	1%	.4%	.4%
KY*	477	51%	49%	94%	6%	0%	0%	0%	0%
MD*	1262	38%	62%	45%	54%	.8%	.2%	0%	.5%
TN*	915	43%	57%	64%	34%	.3%	.3%	1%	.1%
AVG	1000	50%	50%	70%	29%	.2%	1%	.4%	.25%

*Source: Corrections Yearbook, 2001

Fig. 7.3-4

**YTD SCDPPPS OHR Data, 19 Jun 2003

Note: For South Carolina the "Other" category includes Hispanics

Codes (Employee Demographics/Diversity)

Emp	Employees
M	Males
F	Females
W	White
B	Black
A/PI	Asian/Pacific Islander
NA	Native American
O	Other
H	Hispanics

7.4 What are your performance levels and trends for the key measures of supplier/contractor/partner performance?

Department level measures to be developed during 2004.

7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship?

The Department did not have any regulatory violations or significant findings by external auditors during the fiscal year. In the area of Equal Employment Opportunity, the Department achieved a rating of 91.5%, placing it in the top one third of 68 state agencies.

7.6 What are your current levels and trends of financial performance?

The Department has very finite resources to bring to bear on the challenges it faces in conducting its mission critical activities. Financial data is continuously reviewed especially

in consideration of ever shrinking budget capacities and cuts exceeding 34% since June 30, 2001.

Figure 7.6-1 shows the total dollar amount of restitution payments collected and disbursed to victims. Also see Fig. 7.6-2.

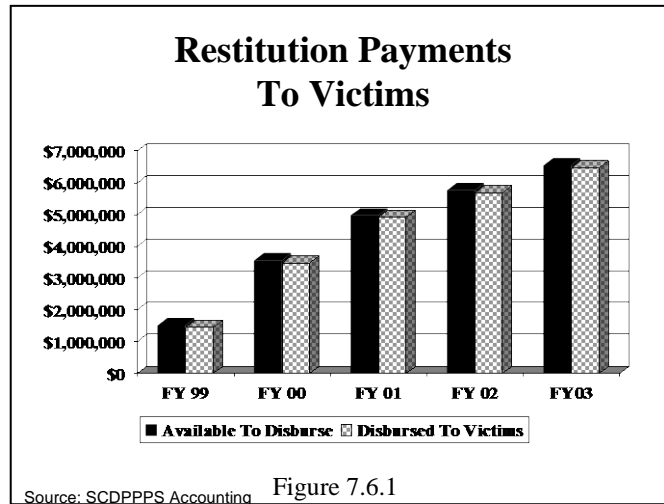


Figure 7.6.1

The Restitution Center program emphasizes victim restoration through offender paid restitution. Offenders must maintain employment and perform unpaid public service, with individual assessments completed against each offender. The declining trend is primarily due to the closure of one center because of budget cuts and the difficulties associated with finding offender employment (also see Fig. 7.2-13 and related comments).

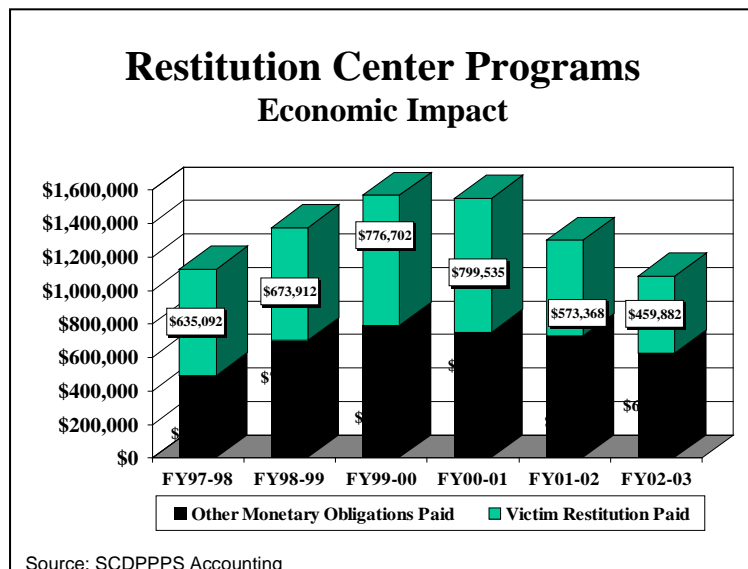


Fig. 7.6-2

Fig. 7.6-3 depicts offender fees collected as a result of administrative violation hearings. These fees and fines were paid by offenders as an alternate option to incarceration.

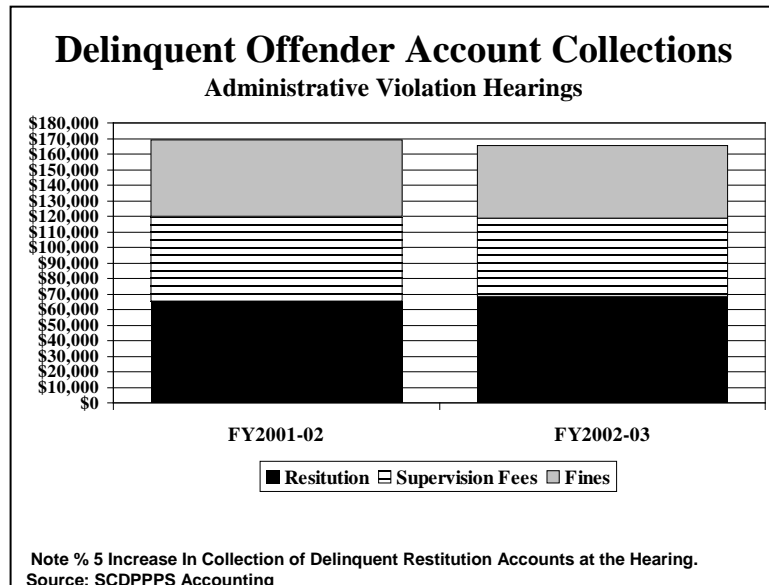


Fig. 7.6-3



The Department has very finite resources to bring to bear on the challenges it faces in conducting its mission critical activities. Financial data is continuously reviewed especially in light ever shrinking budget capacities and cuts of 34% sustained through June 30, 2003. Total costs by program area, total cost by type, cost of supervision by program area, and disbursement activity for Department administered restitution accounts is critical.

Fig. 7.6-5 compares the cost of supervision from FY 1999-00 through FY 2002-2003.

Cost of Supervision				
	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03
Regular Supervision Costs	\$2.17	\$2.80	\$2.67	\$2.68
Cost Per Day – All Levels	\$3.10	\$3.56	\$3.42	\$3.15
Intensive Supervision Costs	\$10.65	\$9.87	\$11.74	\$9.85
Home Detention without Electronic Monitoring	\$14.17	\$13.12	\$15.61	\$13.10
Home Detention with Electronic Monitoring	\$17.51	\$16.77	\$18.80	\$16.78
Residential Services Per Bed Day Costs	\$41.25	\$41.17	\$36.30	\$25.33
Source: SCDPPPS Cost of Supervision				
SCDC Total Fund Inmate Cost Per Day	\$43.78	\$46.78	\$41.03	Not Available
Source: Inmate Cost Per Day from SCDC				

Fig. 7.6-5

Fig. 7.6-6 illustrates the number of disbursement checks issued during the fiscal year by the Department.

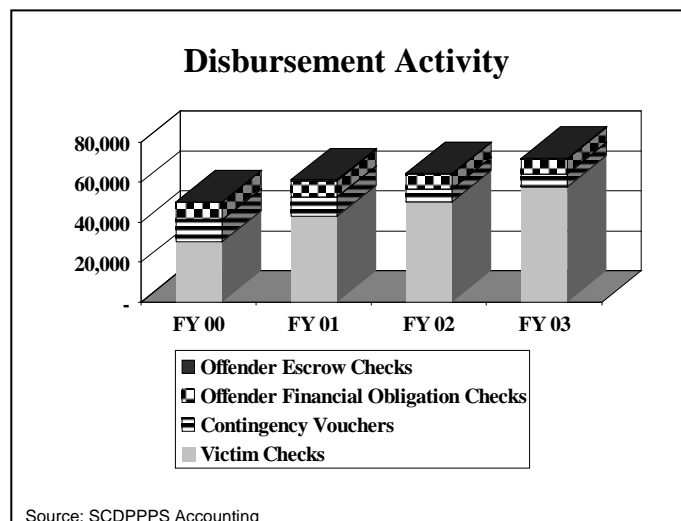


Fig. 7.6-6

During January 2000, the Budget and Control Board, Office of Human Resources issued a report on “Salary and Career Path Review for South Carolina Law Enforcement Officers”. In that report Agent staff in the Department was recognized as being the number one group in need of salary adjustment. Agent salaries continue to be low as compared to in-state law enforcement agencies.

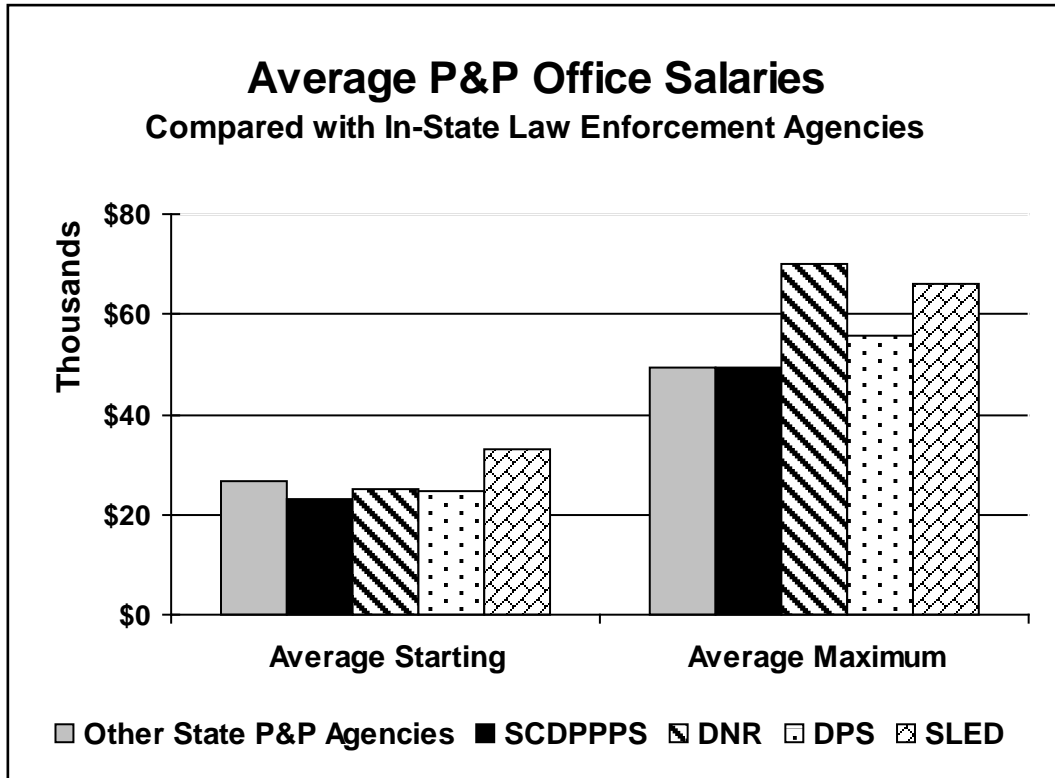


Fig. 7.6-7

Source: SCDPPPS OHR